

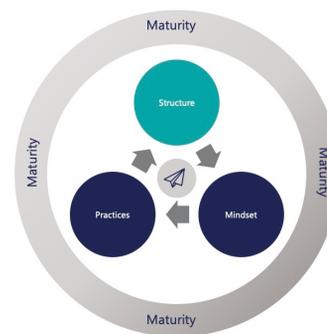
Evolve the System to Scale Agile

It's no secret that small teams have many advantages - they can **respond quickly, communicate freely, and make decisions faster to deliver value**. But the organizations taking the **significant challenges** can't be fed with one large pizza (size of the scrum team). They need **mindset, structure, and practices** that can scale to thousands of people. So, at its simplest, Scaled Agile is the ability to get more value (products or services) to more people or organizations with speed without losing the quality. The central concept in scaled agile is the **system thinking**, while producing value teams needs to think about **the organization as a whole rather than optimizing a part of the organization**. Each team can develop the best solution from their point of view. But when each small solution integrates with others, or it does not work well, or it can be very inefficient. Having a system perspective can help to leverage some elements to provide better integration between functionalities, and in the end, build a much better experience for our customers.

“Unless someone like you cares a whole awful lot, nothing is going to get better.” – Dr. Seuss

How to achieve Scaling?

When we begin to think about scaling Agile, we're fundamentally talking about scaling the Three Things. The **structure** is the expression of **teams at scale**. We want cross-functional, collaborative participation at all levels of the organization—and for all functions. **Governance** is the expression of the **backlog at scale**. It's about how we govern and manage the flow of work, decompose requirements, and make prioritization decisions and economic tradeoffs in the face of uncertainty. **Metrics and tools** are the expression of working, **tested products at scale**. It's the way that we measure how the entire organization is delivering value, not just at the team level, but across teams and **across the whole organization**. If the organization as a whole does not succeed, it doesn't matter how well we do Agile at the team level.



Agile processes and Agile culture require a certain kind of ecosystem to yield the promised business benefits. As an Agile Leader, this is your first big decision as a change agent to choose where to start, structure, practices, or mindset. If you start with Organizational Culture, you're betting that changes in attitude will drive changes to systems and practices. If you start with practices, you're making a bet that those practices will reveal issues that teams will be able to solve independently. Frameworks like SAFe, and LeSS enables the system with practices that are respectful and aware of

Understand the Why?

What outcome we want to achieve by scaling?

- Reduce the gap between the strategy and the execution
- Create the feedback loops between the people on the ground and leadership that feed into informed decision-making
- Shared standards of excellence—Software craftsmanship (quality, done-done)
- Process (continuous improvement)
- Unquestionable end-to-end ownership of particular product areas

What are the problems Scaling will solve?

- Clarity on the prioritization
- Lack of clear end-to-end ownership ("this is not my code" mentality)
- No focus on outcomes—Code and knowledge silos among teams working on the same capability
- Decision-paralysis—Dependencies

Costs or Investments we need for Scaling

- Cultural/mindset change
- A feeling of loss (of a position in hierarchy, stable and known structure)
- Habits shake-up

constraints and then support and reinforce culture change over time. Frameworks are a way of moving forward, but we believe starting with mindset leads to a sustainable change. We can manifest the mindset by guiding scaling principles and through many different practices to build quality software.

Mindset:

Just like Agile, which is nothing more and nothing less than a set of Values and Principles focused on delivering value to the customer, the transformation team needs its own value and principles. So, we developed principles inspired by agile principles to help teams adopt Agile and assist the team members in understanding Agile values and principles throughout the organization, including the parts that do not organize into agile teams. Our goal is to ensure that everyone understood that things have to evolve, and these principles would be at the center of the team day to day decision-making.

Agile Delivery Structure:

By agile delivery structure we mean the combination of things that have a tangible presence, like a business and reporting structures, organization charts, policies, systems of all kinds that determine workflow and the ability of products (and value) to flow from teams to customers. Dependencies in organizations kill Agility. When we have small teams, managing dependencies is easier. When we have multiple teams that are working toward common goals, this inter-team communication and coordination can dramatically slow people down. Therefore, our ability to remove dependencies is a key part of our longer-term scaling plan. So create a structure that ensures the end to end ownership. We choose SAFe structure to organize our work.

Scaling Agile Practices

Many time people ask for Best Agile Practices, we often find that that they want to know what other teams are doing—so they can adapt their practices. But what works at another team may not work for you. Copying what worked elsewhere may not achieve the results you want, and may not help at all. You can learn from what other teams do. But in the end, what matters is how well you satisfy your customers, employees, and stakeholders. And that requires unique scaling practices alongside agile, and engineering practices based on the organization's need to evolve on the unique business model, culture, and value proposition. We are listing some practices at the end of this document to get you inspired; these are the ones we will rely on to improve the effectiveness of SAFe Values and Principles.

Things to look for:

Scaled Agile has a lot going for it. It will decrease your time-to-market, increase your efficiency, and improve overall quality. You'll see a return on investment faster, and your customers will be happier. Still, Scaling Agile is not that easy, as is portrayed by a number of tech juggernauts. The main reasons the agile transformation fail reported by the 14th Agile state of the report (As shown in the image) are organization resistance, leadership and management behavior, and it is vital we all support it and get deeply involved to make it successful. After all, "an organization can only be as **Agile as it's least Agile** team."

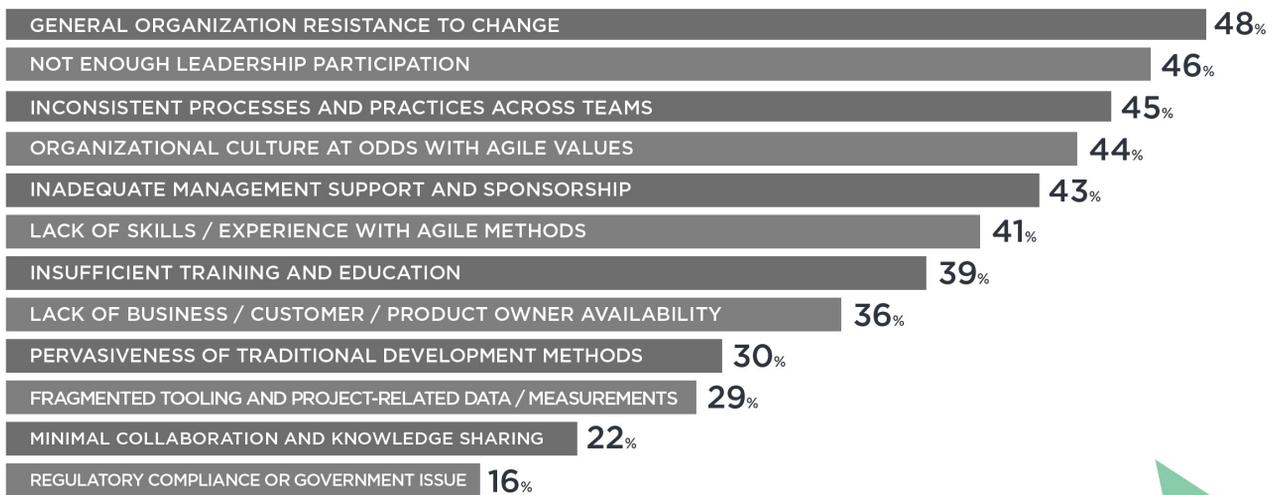
Mindset of a Change Agent: Principles

Our compass to the desired impact and influence leaders



CHALLENGES EXPERIENCED WHEN ADOPTING & SCALING AGILE

The top three responses cited as challenges/barriers to adopting and scaling Agile practices indicate that internal culture remains an obstacle for success in many organizations.



*Respondents were able to make multiple selections

Agile Practices:

- Daily Standup
- Retrospective
- Sprint/Iteration Planning
- Sprint/Iteration Review
- Short Iteration
- Kanban
- Planning Poker/Team Estimation
- Dedicated Product Owner
- Product Road mapping
- Frequent Release
- Common Work Area
- Defining a Sprint Goal
- Reviewing Burndown/up Chart
- Reviewing Cycle Time

Scaling Practices:

- Scrum of Scrum (Outcome level weekly planning)
- Objective Key Results (OKRs)
- Integration Map
- User story mappings
- Outcome/Release planning
- Enterprise Visibility Board
- Organization/Tribe bi-weekly social gathering
- Information share Portal
- Agile Portfolio Planning
- Reviewing Lead Time
- Team Maturity Model

Engineering Practices :

- Continues Integration
- Automation
- Unit Testing
- Coding Standards
- Refactoring
- Automated Acceptance Testing
- Continuous Delivery
- Pair Programming
- Mob Programming
- Collective Code Ownership
- Sustainable Pace
- Three amigos
- Emergent Design